

Introduction

A culturally competent organization brings together knowledge about different groups of people -- and transforms it into standards, policies, and practices that make everything work. Building this organization requires attention from all areas of practice. The Office of Human Resources (HR) has a critical role to play in the recruitment, development, and evaluation of a culturally competent workforce. This document provides ideas related to evaluating your organization's workforce for their ability to work effectively in a cross cultural manner, evaluate their decisions making practices, and be proactive in their practice environments to eliminate disparities in care.

Important Caveats

The evaluation of an employee can only come after the right pieces have been put in place to ensure their success. An organization must implement an organization-wide evaluation of their cultural competence. This includes special attention to the organization's HR office. HR leaders should build cultural competence goals into recruitment and retention practices, job descriptions, candidate interviewing, and leadership development. Fair employee evaluation of culturally competent practices can only occur once these other pieces are implemented.

Sample Language for Performance Evaluations

When integrating measures for cultural competence in employee evaluations, it is important to align the measures with the language that has been incorporated into their work profile or job description. Without this critical piece, employees may not understand that there was an expectation for culturally appropriate behavior in their practice environment. Cultural Competency should be a part of the new staff orientation education and of annual refresh requirements. Staff must understand the expectation before they can be held accountable. Below are just a few examples that could be used to measure for culturally competent attitudes and practices.

*Line staff:**

- Demonstrates an awareness of and respect for coworker and individual's cultural background
- Assesses an individual's ability to communicate in English and assists in the provision of an interpreter, as needed
- Incorporates the individual's cultural background and values in methods of communication and service provision
- Incorporates the individual's cultural background and values to involve family members as needed and/or to assess the inclusion of nontraditional community supports or healers in treatment planning

*Supervisor/Manager:**

- Encourages staff to respect cultural differences amongst coworkers and individuals served
- Is proactive in seeking the personal knowledge, skills, and abilities necessary to build cross cultural teams and address cross cultural conflict
- Recruits and hires staff with appropriate linguistic skills and cultural knowledge to provide services
- Ensures that staff understand the importance of using interpreters who are trained and tested for proficiency
- Arranges for translation of relevant information and material and assures that the materials are culturally appropriate
- Ensures an infrastructure for the provision of language services that includes a budget, a process and protocol, and staff training
- Plans and designs policies and procedures that are culturally appropriate to the patients serviced
- Provides on-going training, supervision and evaluation of staff on issues of cultural and linguistic competence
- Ensures that department policies and procedures and staff performance are in compliance with Federal, State, JCAHO, CARF, OCR and other regulatory organizations' cultural and linguistic guidelines